FY 26 Strategic Plan Implementation Schedule

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April 10, 2025

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The Ask…

That the City Council provide feedback and direction on the Strategic Plan Implementation Schedule for FY26

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Our Strategic Plan just had its 4th birthday!

(Adopted February 17, 2021)

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What is a Strategic Plan?

Broad, high-level statements

The end result we are working towards

The things we need to do to achieve our goals

Specific actions to be taken to achieve our objectives

Tools used to measure progress towards achieving objectives and goals

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Why Do Strategic Planning?

- **Long Term Direction** – A Strategic Plan helps us figure out where we are, where we want to go, and how to get there.
- **Organizational Focus** We are busy balancing many competing demands all the time. The strategic plan helps focus our attention on the things that matter most.
- **Better Budgeting** Funding decisions and projects will be better aligned with the City's goals and objectives.
- **Improved Decision Making** The Council and staff benefit from seeing the "big picture" when faced with significant long-term decisions.

VISION

Corona will be a safe, vibrant,

family-friendly community

PURPOSE

To create a community
where *everyone* can thrive

VALUES

We are **Bold**

We **challenge the status quo** in our relentless pursuit to **rethink how we do business**. We are on a mission to **innovate, modernize services**, and **bring government into the 21st century.**

We are **Humble**

Everyone has a role to play, and we find purpose in **doing our part**. We **own mistakes** and learn from them to **become better.** We **value feedback**, embrace our vulnerabilities, and take time to celebrate others.

We are **Driven**

We have strong **work ethic** and **tackle issues head on**, even the tough stuff. We **anticipate problems**, develop creative solutions, and **push ourselves to be better.**

We are **Honest**

We strive to **do what is right, not what is easy**. We keep our commitments and **take responsibility for results**, even if things go wrong.

We are **Kind**

No matter who you are or where you are from, you're welcome here. **We embrace diversity**, **treat people with dignity,** and **genuinely care for others.**

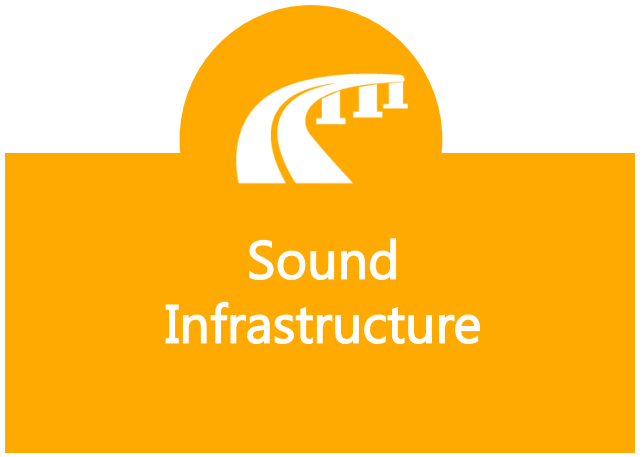
We are **a Team**

We give voice to our community. We trust and honor the process of collaboration. **We achieve more together.**

GOALS

Financial
Stability

Strong
Economy

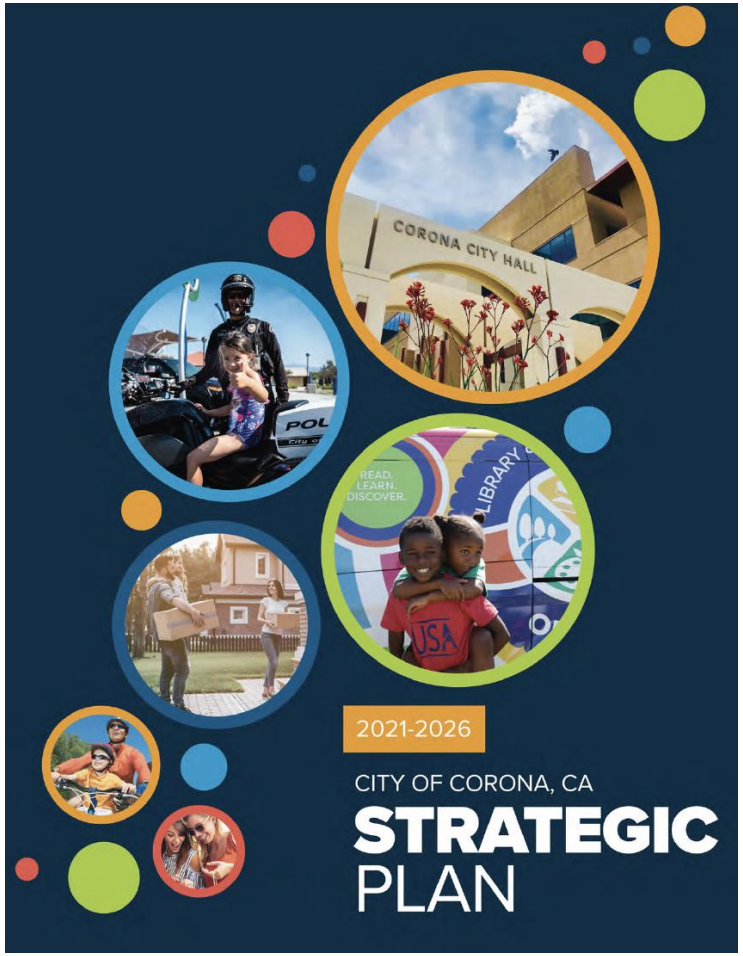

Sound
Infrastructure

Safe
Community

Sense of
Place

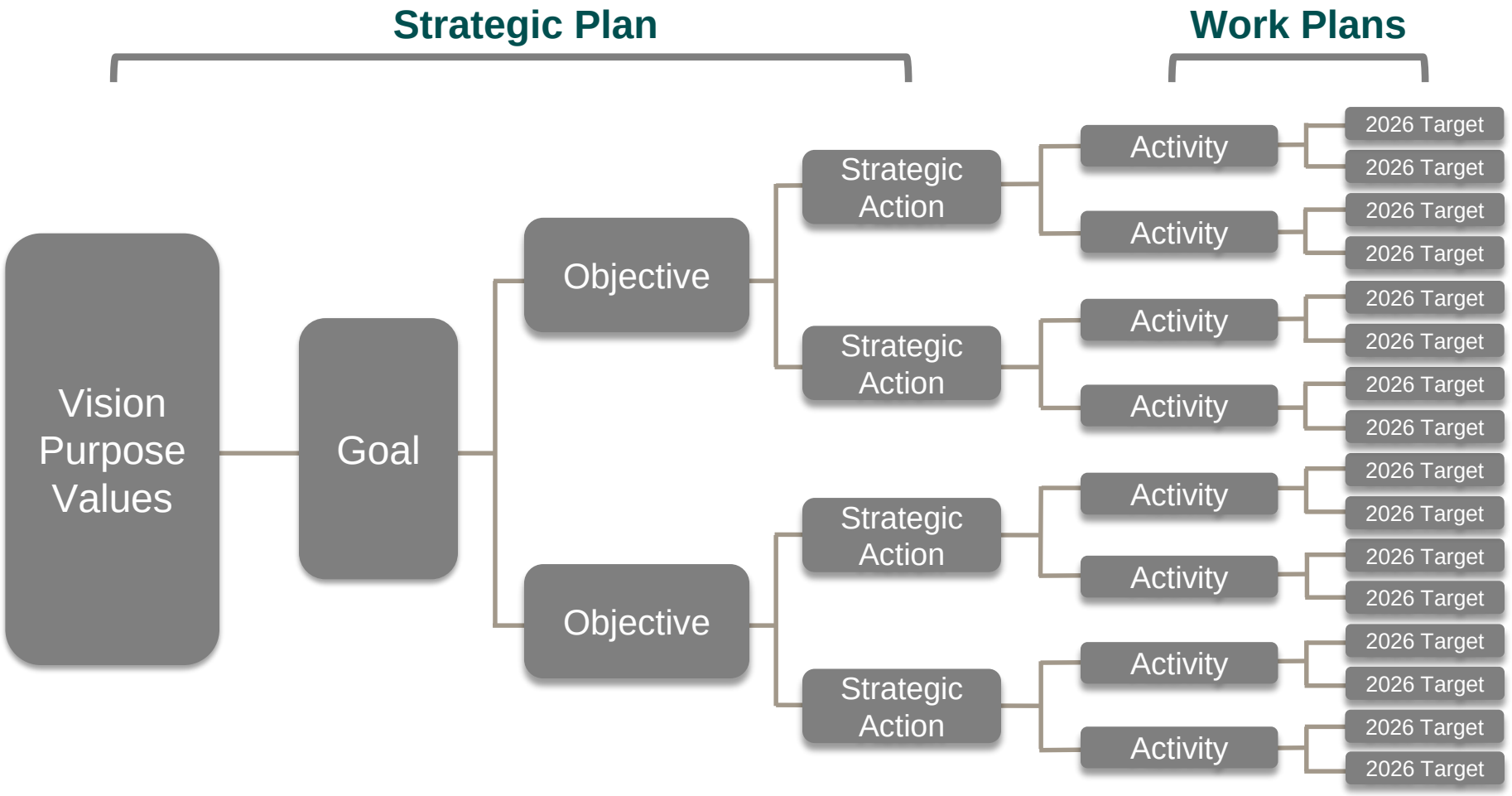
High Performing
Government

The Plan

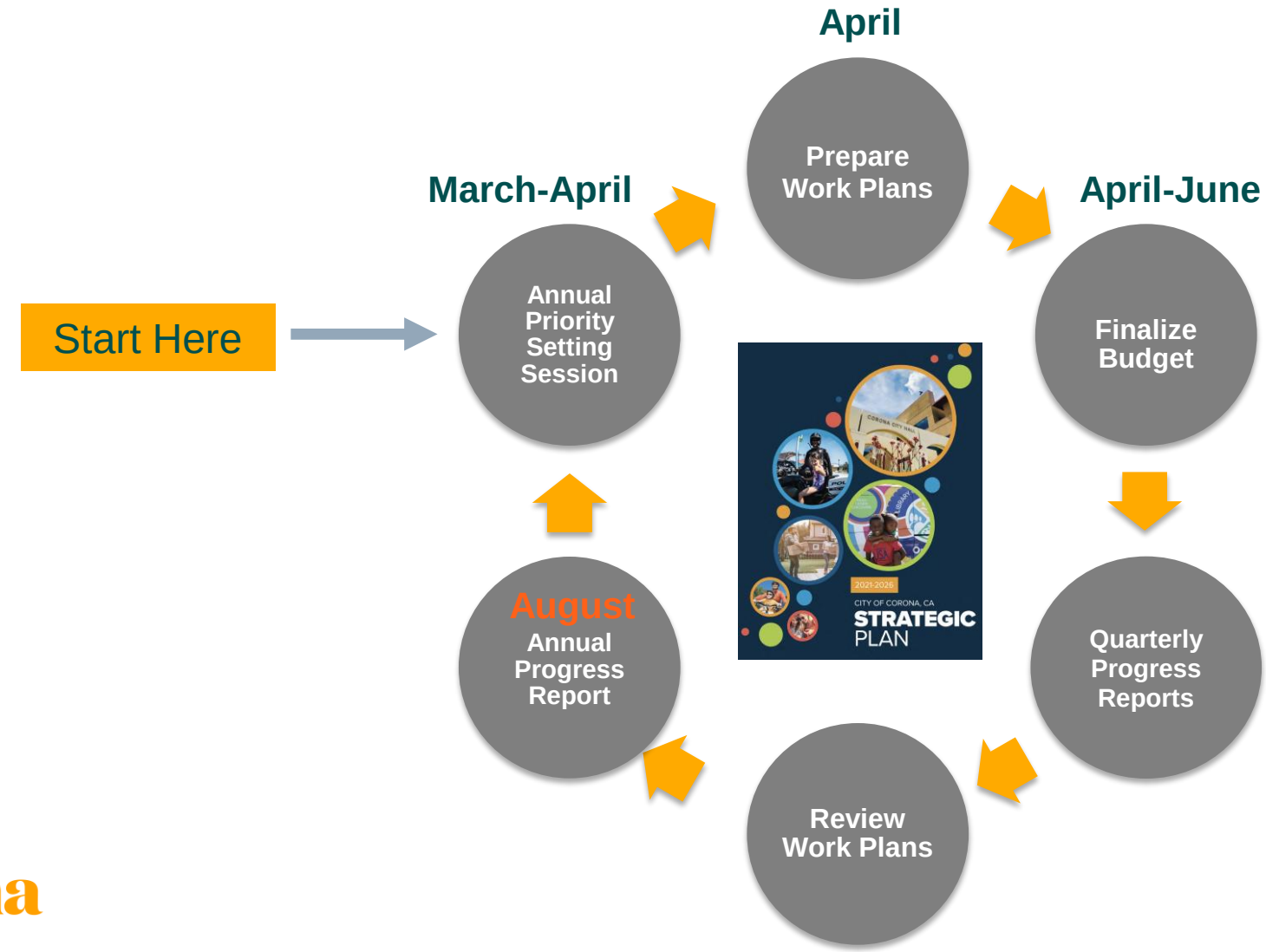


- **1** Vision
- **1** Purpose
- **6** Value statements
- **6** Goals
- **21** Objectives
- **138** Strategic Actions
- **125** Performance Indicators & Milestone Measures

Implementation



Annual Planning Cycle



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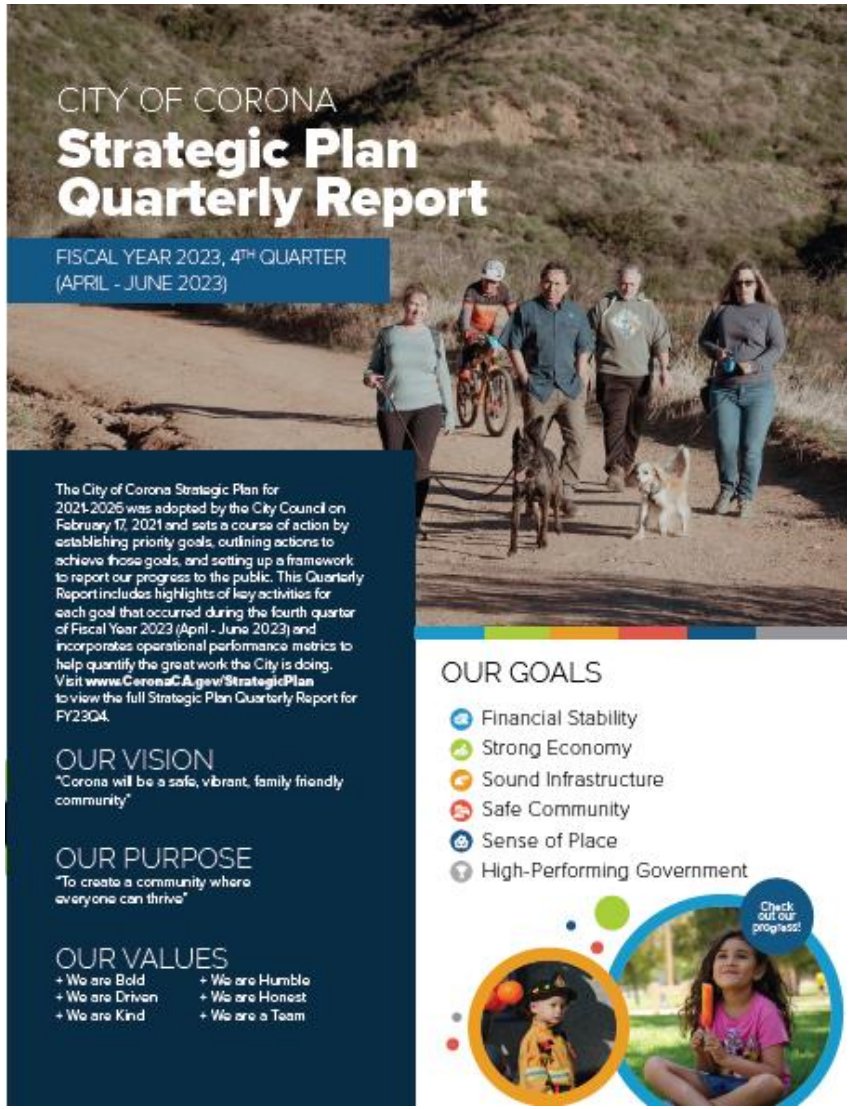
Quarterly Reports



Annual Progress Report

Next Issue Coming August 2025...

Goal: Financial Stability

Continuous Efforts

- ✓ **Utilize the Strategic Plan as a framework** to guide future financial decisions.
- ✓ **Pursue a AAA/Aaa/AAA GO Bond credit rating** from S&P, Moody's & Fitch.
- ✓ **Regularly review revenue sources** to ensure a balanced, intentional allocation of revenue sources that protect against over-reliance on any single source of revenues
- ✓ Increase the percentage of services funded via external sources; **proactively pursue grants**, partnerships, and other funding opportunities.
- ✓ Hold annual work sessions to **identify potential cost savings and cost-containment opportunities.**

Performance Indicators

- ✓ Debt payments as a percent of operating budget
- ✓ Diversity of revenue sources
- ✓ GO Bond credit rating
- ✓ Major operating funds maintaining minimum fund balance
- ✓ Outstanding debt per capita
- ✓ Percent of assets funded for scheduled repair and replacement
- ✓ Percent of GO debt capacity used
- ✓ Unfunded pension liability

Goal: Strong Economy

FY26 Projects

- ✓ **Explore opportunities to bring additional hotels** to support larger conferences, gatherings, and events.

Continuous Efforts

- ✓ **Partner with regional workforce development boards** to increase job opportunities.
- ✓ **Build partnerships and programs that support youth and adult development** to ensure a prepared and skilled local workforce.
- ✓ **Redevelop the Corona Mall Properties**.
- ✓ **Continue efforts to implement "park sponsorships"** to increase funding and community support for parks.

Performance Indicators

- ✓ # of small business grant applicants
- ✓ % of small businesses that remain open one year after participating in various entrepreneurship programs
- ✓ # of businesses promoted
- ✓ % of Empredeoras graduates that successfully launch their business
- ✓ # of site selection inquiries that resulted in business opening or expanding in Corona
- ✓ # of Corona Mall properties redeveloped
- ✓ % of business resources that can be accessed in Spanish
- ✓ % of commercial brokers engaged with

Goal: Sound Infrastructure

FY26 Projects

- ✓ **Develop a Corporate Energy Management Plan** to reduce costs and improve energy efficiency.

Continuous Efforts

- ✓ **Advocate with Riverside County Transportation Commission** (RCTC) and the State for transportation improvements that impact congestion within Corona.
- ✓ **Continue efforts to embrace mixed-use developments** that would place housing within walking distance of commercial centers and public transportation.
- ✓ **Continue efforts to implement "park sponsorships"** to increase funding and community support for parks.

Performance Indicators

- ✓ Capital asset and building condition ratings
- ✓ Net investment in capital assets
- ✓ % of city facility assets replaced per schedule in the asset Management Plan
- ✓ % of street signs replaced within target timeframes (30 days)
- ✓ Town-wide average street PCI rating
- ✓ Miles of trails per 1,000 residents
- ✓ % of residents rating recreation facilities as good or excellent
- ✓ % of residents rating the availability of paths and walking trails as good or excellent
- ✓ % of residents rating the bike lanes as good or excellent
- ✓ % of residents rating the quality of City parks as good or excellent
- ✓ Total acres of parks and green space owned/managed by the City
- ✓ Average level of service for key intersections during AM and PM peak hours*
- ✓ % of housing within walking distance of commercial centers and public transportation
- ✓ % of signalized intersections using AI or advanced detection systems

Goal: Safe Community

Continuous Efforts

- ✓ **Implement the Homelessness Strategic Plan.**
- ✓ **Expand Community Emergency Response Team** (CERT) **trainings** and build neighborhood-based CERT Teams.
- ✓ **Provide preparedness training courses** and certifications.
- ✓ **Host events** that put preparedness skills to use.
- ✓ Look for opportunities to facilitate the acquisition of sites to **develop affordable housing** for lower income households.
- ✓ **Develop affordable housing** in areas that are within walking distance of public transportation and commercial services.

Performance Indicators

- ✓ Avg. Police response time to Priority 1 calls / 90% of Priority 1 call response time falls under
- ✓ Police arrival time within 5:00 min. of all Priority 1 calls
- ✓ Avg. response time to all fire incidents / 90% of fire incident response time falls under
- ✓ Fire arrival time within 6:00 min. to fire incidents
- ✓ Avg. response time to all medical calls / 90% of medical incident response time falls under
- ✓ Fire arrival time within 6:00 min. to medical calls
- ✓ Violent crimes / clearance rate
- ✓ Property crimes / clearance rate
- ✓ Homicides
- ✓ % of residents feeling very safe in their neighborhoods during the day

Goal: Safe Community

Performance Indicators (Continued)

- ✓ Community satisfaction rating of public safety efforts
- ✓ Suicides
- ✓ Traffic fatalities
- ✓ Traffic accidents
- ✓ Drug / alcohol related traffic collisions
- ✓ % of community members who report they are prepared for an emergency
- ✓ Annual number of residents taking part in emergency preparedness trainings (CERT/CPR)
- ✓ Community satisfaction rating of the City's efforts to reduce homelessness
- ✓ Number of homeless individuals within the City/ First time homeless
- ✓ Number of emergency shelter / motel voucher beds
- ✓ Average length of homelessness
- ✓ Annual returns to homelessness

- ✓ Number of affordable housing units
- ✓ Number of permanent supportive housing units under development
- ✓ Number of code compliance / property maintenance citations or warnings
- ✓ Median annual household income
- ✓ Median single family home cost
- ✓ % of residents rating the overall cleanliness of Corona as good or excellent
- ✓ % of residents rating the overall appearance of Corona as good or excellent
- ✓ Total number of trees in the City owned parks and rights of way
- ✓ Avg. number of days to replace dead or damaged trees

Goal: Sense of Place

FY26 Projects

- ✓ **Renovate the Historic Civic Center** to become the City's premier performing and visual arts center.
- ✓ **Increase large-scale recreation events** (sports themed, food, etc.) that provide both social and economic benefits to the community.
- ✓ **Designate the Historic Civic Center as Corona's center for the arts** and relocate all non-arts lessees.

Continuous Efforts

- ✓ **Promote the use of public spaces for festivals or shows** that showcase arts and culture.
- ✓ **Update the Mills Act Landmark list.**
- ✓ **Ensure robust engagement with a broad cross section of all segments of the community when developing plans** for new or renovated parks and facilities.

Goal: Sense of Place

Performance Indicators

- ✓ % of targeted recruitments guided by EEOP data
- ✓ Total annual number of participants in City recreation programs.
- ✓ % of city facilities that are ADA compliant
- ✓ % of city services that can be accessed in Spanish
- ✓ % of residents rating Corona as a place to live as good or excellent
- ✓ % of residents rating Corona as a place to raise a child as good or excellent
- ✓ % of residents rating the community's openness and acceptance towards people of diverse backgrounds as good or excellent
- ✓ % of residents rating the overall image or reputation of Corona as good or excellent
- ✓ % of residents rating the quality and number of places to recreate, socialize, meet and connect with friends, neighbors, and family as good or excellent
- ✓ % of residents rating the sense of community in Corona as good or excellent
- ✓ % of residents rating variety and frequency of community events as good or excellent
- ✓ % of residents very likely to recommend living in Corona to someone who asks
- ✓ % of residents who say, given the chance to start over, they would choose to live in Corona again
- ✓ % of residents who volunteered time to some group / activity in Corona at least once last month

Goal: High Performing Gov't

FY26 Projects

- ✓ **Review, revise and simplify personnel policies.**
- ✓ **Clearly defined levels of service and develop metrics to gauge the City's Success or failure at meeting or improving upon service levels.**
- ✓ **Replace the Enterprise Resource Planning (ERP) System.**
- ✓ **Move Voice over IP Operations to the Cloud.**
- ✓ **Increase the number of online options for all major City services** that can be offered virtually.
- ✓ **Evaluate workspace layouts in the building** to identify ways to improve teamwork, collaboration, and information sharing through better physical layout.

Continuous

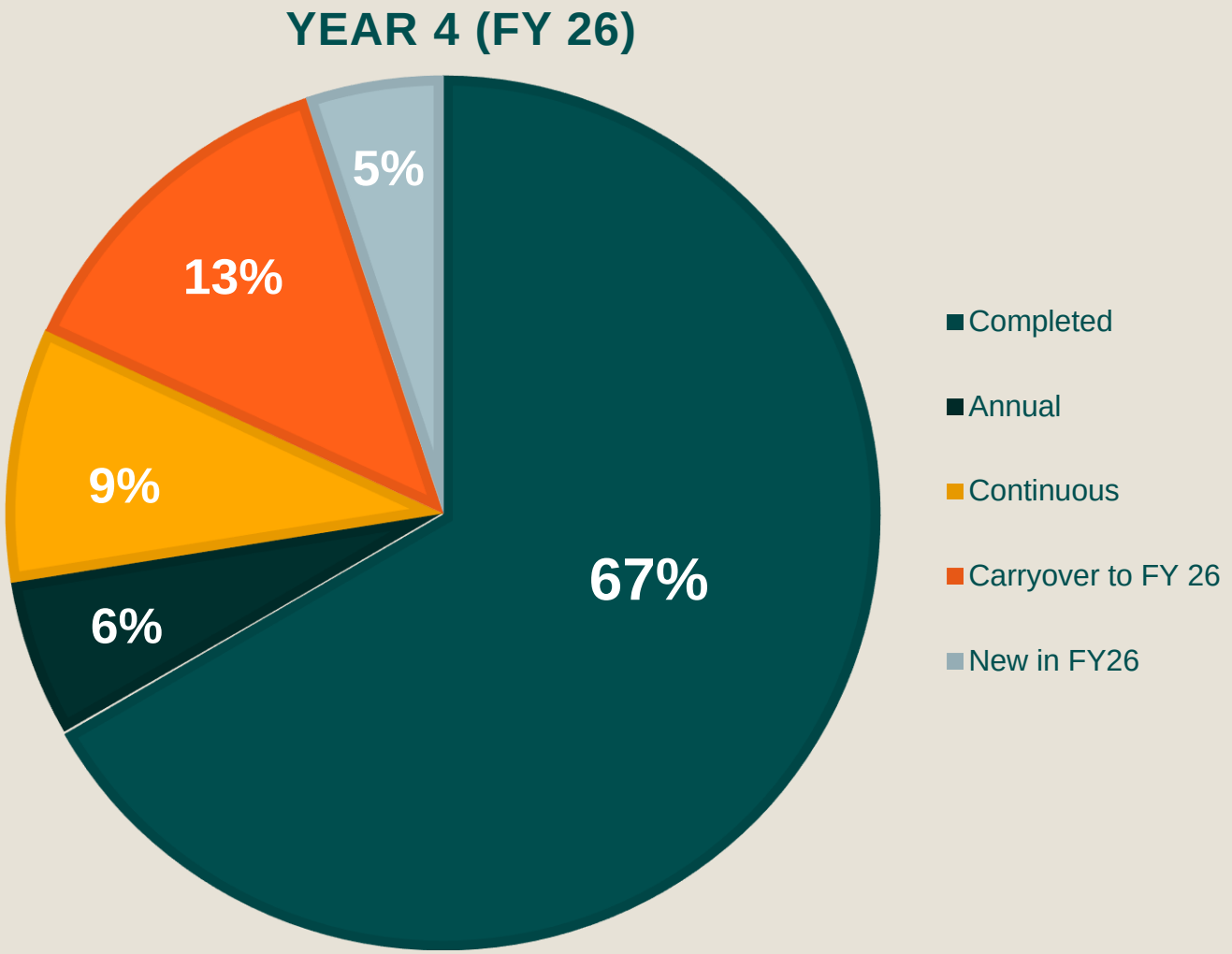
- ✓ **Ensure annual reporting on Strategic Plan** and departmental work plan milestones and performance measures.
- ✓ **Conduct periodic third-party audits** in key service areas. (as-needed)
- ✓ **Implement quality improvements, service modifications, or program closures** as needed.
- ✓ **Increase** the frequency, quality, and quantity of **resident feedback and engagement** that better reaches the "silent majority," as well as diverse and historically underrepresented communities.
- ✓ **Pursue meaningful award and certification opportunities** to evaluate municipal services and better demonstrate the talent, commitment, outcomes achieved by the City for its residents.

Goal: High Performing Gov't

Performance Indicators

- ✓ Number of social media engagements
- ✓ Number of social media impressions
- ✓ % of major City services that are offered virtually
- ✓ % of residents expressing confidence in city government
- ✓ % of residents rating the overall direction the City is taking as good or excellent
- ✓ % of residents who believe all city residents are treated fairly
- ✓ % of residents rating overall quality of city services as good or excellent
- ✓ % of resident rating value of services as good or excellent
- ✓ Employee turnover rate
- ✓ % of employees agreeing or strongly agreeing that they would recommend the City as a place to work
- ✓ Number of City awards/certifications earned

Implementation Summary



18% Left to Complete

(carryover and new)

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Thank you

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